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ROUTING AND RECORD SHEET					
SUBJECT: (Optional)		· · · · · · · · · · · · · · · · · · ·			
Thoughts on Reducing Bureaucr	acy				
FROM:			EXTENSION	NO. OTS 07/240	
OTS/EXO 212 South Bldg.				OTS-87/248	
		<u>-</u>		2 0 MAY 1987	
TO: (Officer designation, room number, and building)	. 0/	ATE	OFFICER'S	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)	
•	RECEIVED	FORWARDED	,	to whom. Braw a line across colonial aries each commentary	
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FORM 610 USE PREVIOUS EDITIONS

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OTS-87/248 2 0 MAY 1987

MEMORANDUM FOR:	Executive Assistant to the	e Deputy Director for A	Administration
FROM:	OTS Executive Officer	·	
SUBJECT:	Thoughts on Reducing Bur	reaucracy	
Office of Technical Serv Chie Jack's memo is attached	Mr. Donnelly's memorandum vice (OTS). We received a part, OTS Applied Technology Gal.	articularly thoughtful r Group. For your reading	esponse from
secure.		-	
Attachment			
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ROUTING AND RECORD SHEET

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Subject: Ideas Concerning	Bureau	======= cracy Red	uction			====
From: C/OTS/ATG	7		Date: (04/16/8	:= ==== 37 :======	====
To: (Officer designation)	* Date rec'd		it Comm	ents:		
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16 April 1987

MEMORANDUM FOR:	Executive Officer/OTS		
FROM:	C/OTS/ATG		STAT
SUBJECT:	Your Request for Ideas Concerning Bureau Reduction for Mr. Donnelly		STAT
which you can exce	orandum contains some ideas for reduction erpt for an office response to the Deputy There is no pride of authorship here; you lease.	Director for may do with this	STAT
Attendance report. There is the opport necessary for such to the standard 80 reliable retainers not unknown, there that I have worked only care if I woo of the ordinary. been that it would that an employee of the ordinary of the ordinary.	taken recently a small step forward in haring done electronically for the Headquarter tunity to take a much larger step and to reporting even further. We should only be hour work in a pay period. In an era wis of information and communication among the seems to be little reason to inform the did a standard 80 hours in a pay period. The reason to a standard 80 hours in a pay period. The reason that it is idea has been suggested before the betoo easy to abuse the leave system the who is determined to abuse the system can mechanism so the "abuse argument" is a reason to the system can mechanism so the "abuse argument" is a reason to the system can mechanism so the "abuse argument" is a reason to the system can be suggested before the system can mechanism so the "abuse argument" is a reason to the system can be suggested before the system can be su	reduce the work reduce the work report exceptions hen computers are computer systems is payroll preparers he computers should r did something out , the argument has his way. I assert do so just as	STAT
the bureaucracy in Officers government It is no mystery designed. In faction the tax returns out of jail for taken monthly stated like. The few piece outlined above conconvince the peoplifilings here that authority and support the Federal Income given month and a	an opportunity for the Agency to take the the Federal Government. The SIS Office of the Wide) must file a Financial Disclosure to anyone who has filled out this form the 1,99% of the information requested on the 2 of the SIS Officers (or it better be if ax fraud). Most of the remaining information of holdings from stockbrokers, mutual eces of information not contained in documents of holdings from a single 5x8 called from the Office of Government Ethics where the can get the same information more contained documentation if they simply required the can get listing of those few stranges the same information and the single page listing of those few stranges the same information the stranges of those few stranges the same information that is the same information the same information that is the same information more contained in	Statement yearly. at it is clumsily e form is contained they hope to stay tion is contained on al funds and the ments such as those ard. Why not no audit the Agency learly and with more ire a xerox copy of tatements for a cases that would	CTAT
not be reported by	this mechanism?		STAT
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SUBJECT: Your Request for Ideas Concerning Bureaucracy Reduction for Mr. Donnelly

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4. The two ideas above are very specific. There is, I believe, a reason to address the question of bureaucracy in a more abstract way and to cite a few examples of activities to make a point. There appears to be a mindset in the Directorate of Administration that the process is more important than the result. This attitude, frankly, creates bureaucracy and when this attitude is diminished in importance, much - but not all - of the bureaucratic hurdles will be lowered significantly. When we elevate process to such a high status, we are forced to another posture that creates bureaucracy. We then have to treat people and situations with a least common denominator approach. If the process is supreme in importance, then everyone and everything must be codified in some way as to keep the process manageable, and it is exactly that attempt at codification which causes bureaucracy because people and events defy the codification and inexorably create "exceptions." The solution to this generic situation is not simple and is not amenable to regulatory action. It must be addressed in terms of attitude adjustment and behavior modification.

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5. Related to the generic problem cited above is an attitude that is almost a logical consequence. We have an almost slavish addiction to "the way things have always been done" and an abhorrent reaction to novelty. Consider a few examples:

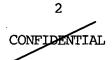
It is shocking that we continue to keep such a large fraction of our personnel files and our financial records in paper form. And it is even more shocking to see how out of date our financial records can be and how long it can take to correct a simple error in those records.

It is hard to believe that we still require ink to dry on paper to obtain approvals for various actions such as authorization to send out an request for proposal or waiver of the regulations to rent a car larger than a sub-compact.

It is amazing that it took until 1987 for the Agency to use bar codes on sensitive intelligence documents to aid in their tracking around the Intelligence Community. This idea was suggested in 1976 but was considered "radical" even though supermarkets were already using similar systems effectively for inventory control and inventory analysis.

It is hard to understand why it takes a year to hire a new employee. But it is not hard to recognize the emphasis on process vice result when one is briefed on the management of the inputs to the pipeline and not on the numbers of people who EOD to the Agency in a reasonable period of time.

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6. Finally, I assert that bureaucracy is augmented by an attitude that is extant in the Agency requiring "objective review" of a panoply of things. I am not against checks and balances. I am against overdoing the review process. And I am adamantly opposed to the attitude that objectivity is conferred on someone by his/her ignorance of the details or nuances of a situation. Objectivity and ignorance are not synonyms. Yet we require people to review (or approve) actions of which they are - and in some cases must be - ignorant. As a personal example, I must authorize the T&A cards for people in ATG who work overtime even though they do so at remote locations where I cannot have any knowledge of whether or not they worked the claimed hours. Not only am I ignorant; but since ATG people work in four domestic "remote locations" often during the same hours, it would be physically impossible for me to obtain the required knowledge. I assure you that other examples of ignorance hiding under the cloak of objectivity can be cited and that such a posture creates bureaucracy.

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7. I hope the information above is useful although I am sure you will want to make it less strident in tone.

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